

MAKING GOVERNMENT WORK BETTER COMMITTEE

**Executive Summary
September 16, 2004**

The meeting was convened at 1:30 PM

- a. Review of Request for Proposal Issues: 1. Review of the City's RFP Process (City Manager/General Services); 2. Administrative Procedures and Definitions Related to Conflict of Interest with Consultant Contracts (City manager [Referenced in Item 1.] – Deferred until October
- b. Transport Vehicle Audit Follow-up (City Manager/General Services)

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the Committee accepted the Staff report.

- e. Follow-up on Fire Department Overtime (Fire Department) – Heard out of order

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the Committee accepted the Staff report.

- c. Major IT Projects Update (Information Technology)

A motion was made to accept the Staff report and it was passed unanimously.

- d. Concentrated Code Enforcement Audit Follow-up (PBCE)

Upon motion of Councilmember Reed, seconded by Councilmember Cortese, the Committee accepted the Staff report.

- e. San Jose Municipal Water System (Phase I) (Auditor) – Deferred until October

- f. Oral Petitions
William Garbett

- g. Adjournment
The Committee was adjourned at 3:15 P.M.

A handwritten signature in black ink, reading "Nora Campos". The signature is fluid and cursive, with the first name "Nora" and last name "Campos" clearly distinguishable.

Councilmember Nora Campos, Chair,
Making Government Work Better Committee

MAKING GOVERNMENT WORK BETTER COMMITTEE

Meeting Report September 16, 2004

PRESENT: Chair Nora Campos, Councilmember Chuck Reed, Councilmember Linda J. LeZotte, Councilmember David Cortese

STAFF: Danielle Kenealey, Kay Winer, Jennifer Carlino, Christine Silva-Burnett, Jerry Silva, Scott Johnson, Jim Helmer, Eduardo Luna, Joe Cardinalli, Anna Jatczak, Jeff Clet, Aracely Rodriguez, Peter Jensen, Dave Sykes, Larry Lisenbee, Mike Hannon, Soraya, Serajedini, Carrie Burns, Cecil Lawson, Cameron Smith, Joe Chen, Dan Kadomoto, Kevin Briggs, Peggy Rollis

The meeting was convened at 3:30 PM

- a. Review of Request for Proposal Issues: 1. Review of the City's RFP Process (City Manager/General Services); 2. Administrative Procedures and Definitions Related to Conflict of Interest with Consultant Contracts (City manager [Referenced in Item 1.] – Deferred until October
- b. Transport Vehicle Audit Follow-up (City Manager/General Services)

Peter Jensen, Assistant to the City Manager gave an overview of the status of work accomplished on the vehicle policy. Staff is focusing on revising the policy to reflect findings of the audit and direction received from the committee, with the goal of making improved processes to produce cost savings and address concerns of the committee while ensuring that changes that are made do not affect the City's ability to deliver service. There is still much work to be done as the policy is complex and hasn't been revised in 20 years, with many issues to resolve beyond the audit. Another draft has been completed. The Administration will review the new draft with the Auditor after which meetings will be held with major department users and the City Labor Alliance before bringing this item back to the committee in October.

Councilmember Reed remarked that the issues raised as a result of the audit should be dealt with at a departmental level without waiting for the policy. Councilmember LeZotte requested a report on how those issues were accomplished. Kay Winer, Deputy City Manager responded that it can be included and added that the policy statement also includes actions taken that were not related to the policy. Chair Campos wanted to know if labor representatives were being included in the discussions on the improved processes. Peter replied they were not, although they will be included once the draft is finalized and confirmed their input prior to returning to the committee.

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the Committee accepted the Staff report.

- e. Follow-up on Fire Department Overtime (Fire Department) – Heard out of order

Jeff Clet, Fire Chief introduced Carrie Burns, Deputy Director, the Fire Department's new Administrative Services Director. He then gave an overview of the report of the status of

recommendations resulting from the audit. Of the nine recommendations, today's report focuses on two of the most critical items:

- #5 - Reporting of staffing updates to City Council each December to include levels and vacancies by rank, the number of personnel on disability and modified duty, and projected short and long-term vacancies
- #6 – Update 1992 study regarding the use of relief staff and overtime

Recommendation #5

(Recommendations #1 through #4 are linked to these issues and will be covered in a subsequent report.) Jeff explained that during FY'02-'03 and FY'03-'04 the department was maintaining vacancies for a potential contingency as part of the budget process, using overtime to backfill. Since the budget process has been completed, the department has begun promoting employees to fill those vacancies, causing vacancies to flow to the lower level positions. He added that there is currently a recruit academy in progress with 24 paramedic firefighters in attendance. Chair Campos asked what the capacity of the class was. Jeff replied that the most effective number is 25.

Jeff went on to say that 56 vacancies are currently shown due to the fact that those who are currently in the academy are not counted as part the staffing mix until they become transferred from recruit capacity to formal firefighters and there is a high rate of 'wash out' and for those that do make it, there is a six-month accreditation program that must be completed to become a paramedic. Another factor complicating the projected vacancy numbers is due to not knowing where promotions will occur. One of the issues driving cost (overtime and relief factor) is labor requirements when using full-time employees to fill temporary vacancies. The balance is to have enough to fill vacancies and not have so many there are extras as additional cost. So there is a mix of relief and overtime to backfill. The department is expecting to meet its paramedic staffing target by mid-2005, but there is a potential for the need to reinstate funding for a summer '05 Academy. He is working with the Budget Office on this possibility. Regarding promotional lists, there were many that were extended due to vacancies held open. Since there have been recent promotions from all lists, they are now expired. Chair Campos asked what the term of the lists are. Jeff replied that they are one-year lists that may be extended for an additional year. Jeff added that new station openings planned, as part of the bond projects, will affect not only the department's ability to hire for new positions, but will result in additional promotions as well. The department will use existing staff for the new stations until FY'07-'08.

Recommendation #6

Jeff stated that the MOA with IAFF, Local 230 requires minimum staffing of 193 personnel on duty daily. The FY'04-'05 adopted budget de-funded two firefighter positions on the HIT that has not yet been implemented. The meet and confer negotiations with Local 230 are in process. Currently, the MOU requires a rank per rank staffing, which means, at shift change, someone either needs to be held over or someone called back to fill the vacancy. What occurs is 24 and half hours overtime due to the overlap. This ultimately results in higher costs in using overtime. The benefit cost increased to a point where it is about a 'wash' using overtime versus a full-time equivalent.

Councilmember Cortese wanted to know how using overtime is a 'wash' and yet it was stated that there was more value to be obtained using an FTE. Jeff replied that using overtime is a financial 'wash' and using an FTE is more of an operational benefit. Councilmember Cortese wanted to know if there is anything that could be shared that shows more clearly the financial savings using overtime versus an FTE. Jeff replied that Staff hopes to have this information at the time of the

budget process. He added that, in the past, when promotions were made upwards, it left the vacancies in one rank. Paramedics were held over for multiple days or weeks. This has been watched over time to conclude that having additional people is more cost beneficial. The City has purchased a system called TeleStaffing that captures what is driving the vacancies. Chair Campos asked how long the system has been in place. Jeff replied the system has been in place for one year, functionally, with all categories in place for about six months. FD and Budget Staff will be working together to determine the best relief staff to overtime ratio.

Councilmember Reed wanted to know how disability affects the process; for example if a firefighter nearing retirement is injured, processing through the system would be lengthy. He asked if it affected the overtime issue if it took a year to process that individual versus six months. Jeff replied that it did and this needs to be looked at closely. Councilmember Reed asked if Staff were looking at impacts in other areas of the organization regarding HazMat. Jeff responded that is being looked at as well. Councilmember Reed commented that it appeared to be counter-intuitive to staff the new station with existing staff for the next year in light of the overtime and staffing issues. Jeff replied that Staff made a determination that it made more sense over the long term as part of carrying out the bond project as quickly as possible.

Councilmember Reed asked what the language skills were regarding the current paramedic academy. Jeff replied that at least three or four in the academy were bi-lingual (English/Spanish); and, one (English/Vietnamese). Chair Campos wanted to know if Staff was utilizing a firm to recruit. Jeff replied they were not as that position had been eliminated, but that Staff was looking at other ways to do outreach activities. Chair Campos asked if the CMO could join in on those efforts. Kay Winer replied that due to the budget restraints, Staff has been looking at less common ways of recruitment such as community resources. She mentioned an effort that took place last year between the PD and FD that focused on showing young people what a career in public safety could yield and the attendees were very diverse and believes more of these type of things could be done, perhaps with assistance from the Councilmembers. Chair Campos wanted to know if there was anyone in the CMO presently looking at this. Kay said there was not, specifically and that it would be something for Employee Services to take a look at.

Councilmember Reed said that he believes that would be something the CSA would consider, as a group, for the budget, without the need of using a fire truck, firefighter, etc. Jeff replied that they have identified that at the CSA level and the possibility of tagging on to the PD's effort as they have a more active recruitment program, although they are struggling for applicants and the FD is not. Kay added that another resource would be the City's existing employee base, which is very diverse. So an option would be to promote having existing employees consider a career in public safety. Councilmember Cortese commented that it's very important to let people know and to plant the seeds. Jeff responded that Staff is currently going to the outreach fairs but that is not the same as helping people migrate through the difficulties in getting into EMT school and sponsored to get into paramedic school. This is key as the goal is to have firefighters who are also paramedics.

Councilmember Cortese asked what is planned as far as getting information to the technical employees for getting on the management track. Jeff replied that process has already begun and that Carrie was a product of that process. He explained that an outreach was done to all departments and some councilmembers as far as what would be expected at that level for a Deputy Chief in this department. The exam process was tailored to test for the desired qualities as a result of that outreach (that also included community input from panels that were conducted). He ,

believes, where career development is concerned, it's key that employees receive feedback as far as how they did in that process. He added that there was a one and a half hour orientation offered on how to prepare for the assessment open to everyone in the department. Chair Campos wanted to know if this would ultimately be used as a base point for all ranks. Jeff agreed that this is the plan.

Chair Campos wanted to know when recommendation #1 – 4 would be coming to the committee. Jeff responded that recommendations #5 and 6 encompassed those. Chair Campos wanted to know when this would be going to City Council. Jeff would like to see this go to Council as part of the budget recommendations. Chair Campos wanted to know if a draft could be brought to the committee in December. Jeff replied that it would not be ready until March to allow for additional data and projections to be complete. Larry Lisenbee, Budget Director agreed that it could become an MBA. Chair Campos requested that it come to the committee prior to that time. Kay added that it will be added to the next six-month Work Plan.

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the Committee accepted the Staff report.

c. Major IT Projects Update (Information Technology)

Jim Helmer, Acting Chief Information Officer introduced the following individuals who gave brief updates on Major information technology projects:

Automated Information System/Automated Reporting System

Cecil Lawson, Chief Information Officer, PD gave an overview of the infield reporting system. He said the installation of the mobile units in the cars is completed and working very well. The software in the cars and on the servers had some technical issues that have been corrected. The units are connected wirelessly to the network and as the cars move throughout the city, they may or may not be connected to the network. So Staff built the software to be transparent to enable the officer to know at any given time if he was connected or not. Additional testing is scheduled for next week and deployment can begin. Staff is waiting on some switching technology whereby the wireless network can be extended to remote offices.

Computer Aided Dispatch/Automatic Vehicle Location Project

Cameron Smith, Communications Manager, PD gave an update of the computer aided dispatch system. It was successfully completed on June 15th. Some issues involving the vendor, PD, IT, and Public Works have been resolved. Councilmember LeZotte wanted to know if this is the system that there has been a lot of concern about from the dispatchers regarding not knowing where officers are and not being able to call up reports already in the files to officers in the field. Cameron replied it was and that there are two components to that. One is the system itself and Staff has worked to address and resolve those issues. The other is training in that this is a paradigm shift for the officers and with the dispatchers having more components and tools to use with this complex system. Staff has been and will continue to conduct training and the comfort level has risen and will continue to improve over time. Councilmember LeZotte asked if Staff was comfortable that this is the right system to use in light of the strong concerns on the part of the dispatchers. Cameron responded that this is the right system and they have been very aggressive with the training programs and have called some agencies and inquired whether they had gone through similar

problems and discovered that the initial six months were difficult for them as well but over time they become comfortable with it.

San José Permits On-Line

Joe Cheng, IT Supervising Applications Analyst gave an update of the permits online project. The last piece of the project was complete in June that allows the applicant to attach a file containing building plans to their permit application. He stated that San Jose is the first city nationwide to offer this service. Chair Campos wanted to know if there have been any concerns or complaints from citizens regarding the time it takes the City to get back to them. Joe replied that he didn't have the answer and staff would have something by the end of the month to reflect time spent. Kay added that the project is completed and, unless the committee is interested in regular updates, Staff will not be coming back on this project. Councilmember Reed mentioned that it's important to remember there is a lot of time and money being saved for the City with this process and believes that there should be some type of commendation or recognition for the team. He also stated that we should declare victory and not bring the project back to the committee. Chair Campos agreed and stated that she would work with the Mayor's office on recognition for the team.

Integrated Payroll Human Resource System

Dan Kadomoto, Finance Business Systems Manager gave an update on the Integrated Human Resource/Payroll System Project (PeopleSoft). He stated that Staff has been working on completing the time and labor piece and it is complete except for pilot rollout for RDA and CAE, which is on indefinite hold until licenses are funded. The exception time reporting piece for 470 management employees was completed in August. The goal for completing moving paper time card interface to the Time Card Front End system is January. Two items were approved by the Executive Steering Committee:

1. Development of a RFQ for consulting services to provide the City with a plan to implement the PeopleSoft e-Application modules, e-Benefits module and to provide a business case study and ROI analysis for the next major upgrade to the HR/Payroll PeopleSoft Module.
2. Approval of funding for a temporary IT System Analyst for one year to assist in implementation for item 1. and other Steering Committee enhancements.

Dave Sykes, PW Assistant Director gave an update of the CIP Database Enhancement Project. He stated that Phase II was completed in July. This included enhancement of user interface, extended business outreach and created CIP project-reporting functions. Phase III work is currently underway to include training Staff on the newly developed module. Staff is also working on developing an access mechanism for council offices to obtain project information online. He announced that the City has recently won an APWA award and Staff will be presenting that to the Council in the next week or two. Chair Campos offered congratulations on representing the City.

CUSP (Customer Relationship Management, Utility Billing System, Partner Relationship Management)

Scott Johnson, Director of Finance and Soraya Serejadini, ES CRM/DB Billing Project Manager gave an update on the CUSP project. Staff will be going to Council on October 5th with a recommendation for a consultant to assist with gap analysis and negotiations, then return to Council in December with a contract with PeopleSoft, and begin implementation in January 2005. Soraya spoke on the e-government piece that is part of the scope of services for the CUSP project. She stated the initial time line for CUSP was such that it compacted the on-line registration so that there is some overlap requiring separate logons for separate activities. Since the timeline has shifted,

Staff needs to ensure that that portion of e-government is part of CUSP to allow citizens to go online to view their utility bills. Staff is currently working on a plan to bring to Council to address this.

Chair Campos asked if it had been discussed whether it's been looked at if libraries have the capability for the residents who do not have computers in their homes. Kay replied that the libraries have computers that are available for the public to use.

Geographic Information System Integration – Phase I

Kevin Briggs, PW Sr. Civil Engineer gave an overview of the GIS Integration Plan project. He stated that in mid-May Staff completed the adjustment of the base map and transferred the information to the computer aided dispatch system and crime analysis so they could move forward with implementation. Currently, Staff is working on completing the parcel map and expects to start production of over sheeting in the next two weeks, with a completion date of next January. Staff is hoping to, at some point, merge the map data with the county's regional base map, hopefully to be complete by June 2005.

Information Technology Planning Board (ITPB)

Jim Helmer gave an update on the ITPB activities. He stated that Kay Winer is the CMO representative on the board and Del Borgsdorf, City Manager has assigned Ralph Tonseth, Airport Director of Aviation as the Acting Director. The board is meeting weekly, focusing on reconvening committees to develop standards on product purchases and architectural standards and folding that into the new standardization process that is being required as we go forward and revising the Municipal Code and the purchasing processes that are called out of the audit. There will be some recommendations for changes coming forward in the next couple of months as to how the IT Board will work together with client departments, IT, CAO and GS.

Kay mentioned that when the charter is revisited and there are recommendations, it should be brought to the Council for approval, as this was not done previously. Councilmember Cortese wanted to know if there shouldn't be ongoing Council interface from an accountability standpoint. Kay agreed that regular communication with the City Council should occur. Councilmember Cortese stated that Council is ultimately accountable. Chair Campos requested that this discussion be revisited on how to bring forward regular updates to the Council on the next Work Plan.

A motion was made to accept the Staff report and it was passed unanimously.

d. Concentrated Code Enforcement Audit Follow-up (PBCE)

Mike Hannon, Deputy Director, PBCE introduced Peggy Rollis, PBCE Administrator who oversees CDBG funded programs. He stated that Staff has been working on recommendations made by the committee in April. He provided maps of the council districts denoting the CDBG eligible neighborhoods and census tracts the committee requested. Staff will provide similar maps over the next two weeks to all council offices that will include larger, citywide areas and one by district. Mike went on to say the map includes SNI areas that can utilize inspectors funded by CDBG programs. Inspectors cannot work outside of those areas and the maps will be helpful in determining whether an inspector is in a CDBG eligible area or not.

The second item that the committee asked Staff to report back on was to describe some efforts and opportunities that Staff has, in terms of providing seamless efforts with other city departments. Some of these include: Driveway Team and Neighborhood Cleanup Program, Housing Rehabilitation Loans and Grants, Project Blossom Property Owner Training, Anti-Graffiti and Anti-Litter programs, Rental Rights and Referrals program, Crime Prevention (Neighborhood Watch and Neighborhood Action programs), Legal Aid Society, Santa Clara County Human Relations Commission, County Vector Control District, OED, Santa Clara County Bar Association and DOT. Another item regarding nuisance abatement has been worked on with PRNS' community coordinator who is working with the NAC's, Code Enforcement as they are doing inspections and the Police Department and City Attorney, when necessary. Councilmember Campos expressed appreciation to Staff for providing the maps.

Upon motion of Councilmember Reed, seconded by Councilmember Cortese, the Committee accepted the Staff report.

f. San Jose Municipal Water System (Phase I) (Auditor) – Deferred until October

g. Oral Petitions

William Garbett stated that the documents (maps) provided to the public are in black and white and show areas that overlap in Council District 7 and Council District 10 and are, therefore, a misrepresentation. He also stated, regarding the growing cost of the Mayor's Blue Ribbon Task Force and/or Elections Commission, these investigations are expensive and could be done by lesser-qualified people. The amounts spent by the Elections Commission is in excess of the funds that can be raised by Councilmembers for public office and any defense of a Councilperson would have to come out of their own pocket. The expenses are out of control and the complaints filed since June have not been recognized by the commission and they must. These commissions should be eliminated due to cost and having no output.

h. Adjournment

The Committee was adjourned at 3:15 P.M.



Councilmember Nora Campos, Chair,
Making Government Work Better Committee